

# A Civil Economy for Manchester

A new vision of an economic framework for the city

Prepared by **Centre for Local Economic Strategies**

in collaboration with **Macc**

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## Executive Summary



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Manchester's local  
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## Foreword by Mike Wild - Chief Executive, Macc

It's no exaggeration to say this report is something I've wanted to see for years. For as long as I can remember, I have heard of the importance of strategies to grow local business yet never a strategy to grow the voluntary and community sector. To some extent I can understand why: it's fundamental to this sector that we should in fact be doing everything in our power to eliminate the reasons why we set up organisations. The job of a charity is to strive not to be needed any more. That's true for an individual organisation, but a resilient place (city or rural) would inevitably feature an agile, local voluntary and community sector which grows the organisations the community needs.

It was this thinking which prompted Macc and our partners to commission the State of the Sector Survey, published in May 2013. What exactly is the voluntary and community sector in Manchester and is it the sector the city actually needs? That's useful to know in itself but it also allows us to examine the idea that, if we can finally say what the sector is doing and what it contributes to the city's economy, there is an asset which should be built on: not just a sector of fluffy do-gooders but a powerhouse which is collectively tackling deep rooted issues in our communities where both the private and public sectors have not been able to.

But growing the 'social sector' is not an end in itself. We wanted to examine the idea that economic prosperity of a city like Manchester would be greatly enhanced by the combined efforts of the public, private and voluntary and community sectors. Manchester has always been a city of pioneers: how could it lead the way in modelling a vibrant economy which recognises people, the environment and economic growth as equal factors? We wanted to put this question alongside the latest thinking in balancing issues of inclusion, equality and environmental sustainability to indicate how these major agendas interlock.

The opportunity to do this was created by the Transforming Local Infrastructure programme funded by the Office for Civil Society and managed by Big Fund. It was this additional capacity which enabled us to invest in both the State of the Sector work and this report. It has enabled us to work with CLES to develop thinking about "stewardship of place" and consider the implications for Macc in supporting, leading and shaping the local voluntary and community sector.

The key finding for me in this report is the importance of civic leadership: that it is everyone's responsibility to shape the destiny of Manchester by working together. This report starts (but does not and was never intended to conclude) a discussion of issues of poverty, equality and sustainable growth as the key factors in the challenge facing Manchester. It's my hope that this report will spark fresh inspiration amongst the civic leadership in Manchester to take on a new pioneering spirit, raising ambition beyond combating the effects of recession by building a new model for a vibrant and resilient city.

Mike Wild  
November 2013

## Executive Summary:

### Building on Manchester's Success

Manchester's economy is a UK success story. Economic growth has reversed long term population decline and Manchester is a major economic influencer and the key economic driver of the north. However, there is still work to be done. There continues to be a 'productivity gap', with low levels of resident economic activity, a weak skills base and low levels of enterprise. Long standing and significant disparities in the prosperity and welfare of different communities across the city remain.

The challenge of achieving economic success, coupled to higher levels of social justice and within environmental limits is shared by many cities around the world. However, Manchester is well placed to take these challenges on. It has a proven and irrepressible 'can do spirit', which is common to many of its people, social sector, business and public servants, that has resulted in a level of confidence within the city not seen elsewhere.

This framework towards a 'Civil Economy' for Manchester aims to make suggestions about how we can make further substantive progress. It secures people, communities and the social sector at the heart of Manchester's future. This work, through consultation, has found a city laden with existing positives and potential. This report seeks to add further momentum and quality to the city's success. It does not have all of the answers, but it's a step towards for the beginning of a new conversation in Manchester, where social prosperity is an inherent part of economic success.

#### What is a Civil Economy?

A Civil Economy is predicated around:

- Strong communities and social inclusion as inputs to and outcomes of economic and business success;
- Creating an economy which works for all the people in it; and
- Refocusing on how economic success is perceived around the experiences of people and communities within the economy.

This is about a reset. Its about local organisations from all sectors engaging in open, constructive discussion to negotiate a preferred future for a locality. It is about redefining how partners work together to create the best outcomes for communities and the local economy. This approach is central to developing a Civil Economy; an approach which places the interaction of the three sectors as three equally and mutually reinforcing aspects of success.

This paper frequently refers to the social sector as an important input to working towards a Civil Economy. This is our definition of what is frequently termed the voluntary and community sector, or VCS.

## **Why Manchester needs to build a Civil Economy**

### **A rationale based on tackling poverty and inequality**

Manchester has success, but it could also be characterised as tale of two cities; one of significant economic success and one of significant socio-economic problems. Manchester continues to have neighbourhoods in the lowest indices of deprivation, and despite efforts a number of areas continue to face significant challenges based around poverty, worklessness and unemployment. The polarization between economic growth and the social progress of Manchester is increasing. For a healthy, resilient economy there is a need to address this imbalance. This can only be achieved through a change in approach.

There is general consensus across public sector agencies that whilst success has been achieved, austerity and cuts have meant that the context has changed and more could be done. The evidence of entrenched deprivation across Manchester's communities and the deep seated inequalities means that different approaches need to be taken. There are innovative models being deployed such as Community Budgets, which are a platform for future development. But deeper change across the sectors is required to ensure lasting change and improvement and this forms the foundation for a Civil Economy.

### **The importance of the social sector as an input to the Civil Economy**

Deep longstanding inequalities represent a need for different ways of thinking, and form the basis of a Civil Economy. The social sector will play a key role within the development of a Civil Economy, linking communities of disadvantage to economic opportunity.

It is important to note that there is limited evidence available on the social sector and its impact, particularly on comparable data from elsewhere. This is often piecemeal and therefore meaningful intelligence is difficult to come by compared with commercial or public sectors where publicly available information is on hand. Therefore, the inferiority of data means the social sector's relative importance can be batted aside, or in evidence based debates, the social sector by the very paucity of evidence will seem weaker. This is not just an issue in Manchester, but across the UK where it is difficult to state the value of the sector through financial savings or economic impact.

Although limited, there are some anecdotal examples of social sector impact in Manchester and how this helps make savings elsewhere. Some of this is highlighted in the case studies in the report. The importance of the sector in Manchester was also reflected in the cross sector interviews. A number of public sector respondents for instance commented that there is now a new opportunity to strengthen the relationships.

"The savviness of some VCS (health) providers is on a par with acute trusts, and has credibility. These are important organisations and we need to involve them more in work such as the Joint Strategic Needs Assessments, and needs to be done in a more inclusive and developmental way. This process could be the model for marrying cross sector intelligence, sector-led improvement and feed into other policy development processes."

“Raising aspirations is critical for the future of Manchester’s economy – local groups and communities are best at doing this and the council needs to be dedicated in supporting it to do this.”

“Place shaping is important for the council and we could get a lot of people around the table for discussions around this – we need to work with and consider how the social sector can support place shaping. What are the gaps and what is needed for the social sector to achieve this?”

Private sector stakeholders also commented that the sector is of fundamental importance to the vitality of communities, and that community vitality is important for businesses to thrive.

The importance of the sector is highlighted in detail in the report, with a number of messages around:

- **Importance of indirect impacts:** the sector plays a critical role in helping to supply the wider labour pool for the local economy, which directly benefits employers. Therefore the sector is particularly important for the local economy, in an indirect way. The benefits are therefore often more intangible and there is a need to appreciate and understand the value of the sector in a different way.
- **The economic value of the sector:** although the indirect economic benefits of the sector are important, it does have a number of direct impacts. For instance its income is estimated at £477 million in Manchester, higher than the impact of football in the economy which was calculated during a well-publicised study this year. Its GVA is 5.4% of the Manchester total. This may not appear to be high on the surface but it still constitutes £722 million. It is also a significant employer, with 12,400 people estimated to work in the sector (higher than sectors such as ICT, Construction and Real Estate, and only approximately 1,000 less than in Manufacturing).

## **An enhanced ‘whole place’ approach for the economy**

### **Resilient approaches the driver behind a Civil Economy**

In developing a Civil Economy, it is critical that all partners view an economy through a ‘whole place’ lens. This is about working to strengthen systems and networks across Manchester and is at the heart of future thinking on economic progress. Understanding a place as a system means recognising how different sectors, organisations and social groups interact to buy and deliver services, develop ideas and mechanisms and carry out activities. Research by CLES has shown that places with strong systems can be more resilient and have stronger economies. The public and private sectors have much to gain through a whole place approach and strategically engaging the social sector in economic development, to a fuller extent. The social sector in Manchester directly benefits local communities and the economy. Learning between the three sectors can develop an understanding of the tangible benefits which the social sector delivers in local communities and local economies. This understanding will lead to alliance, collaboration and shared



vision leading to action. In short, this is the central driver behind developing a Civil Economy.

### **Social growth is important for business**

Many businesses in Manchester already consider themselves as and want to be part of communities; therefore strengthening links between business and social sectors makes sense. As part of this work, CLES interviewed and surveyed 40 leaders from small businesses. 70% of businesses perceived their business as being part of the local community, with 50% of the organisations surveyed already have transactional/ trading relationships with social sector organisations, and 50% have a corporate social responsibility (CSR) strategy or an active commitment to support the social sector. 67% of those surveyed would like to provide in-kind help or support for the social sector in future, with 82% of respondents feel that their business has a role in supporting the local community.

87% think there is value to developing stronger relationships between local businesses and the social sector within Manchester, with the view to developing a stronger economy. Interviewees from the private sector emphasised the important role which communities play in helping businesses succeed by providing skilled staff, a viable customer base and vibrant environments in which to conduct their operations.

### **Aiding public service reform**

As public sector reform progresses, the importance of a whole place approach is increasing, and there are moves towards this through initiatives such as Community Budgets. There are clear links and relationships between the whole place approach and direct economic benefit at the local level, as investment in communities and supporting the social fabric of the locality should be viewed as investment in local economic actors and the local labour pool. As tools being developed to address public service reform evolve further (particularly in light of the successful whole place Community Budget bid for Greater Manchester) then there is an opportunity for the social sector to both influence and be an important element of the collaborative processes to deliver change.

### **The role of the environment in supporting the economy**

Emerging discussions around the notion of a 'steady state' economy seek to balance economies, civil society and environmental concerns to ensure that each is viable without detriment to the others. A fundamental part of this is restructuring our perspective of the economy, and accepting that growth is unsustainable in the 21<sup>st</sup> century. Instead, we should work towards improving quality of life and relationships as a measure of success.

15 percent of social sector organisations in Manchester work in the field of environment and sustainability, demonstrating both the demand for support in reaching environmental objectives across Manchester and the role of smaller, local organisations in these. The environment plays a significant role in making our local places and local economies function effectively, and would therefore be a key consideration in Manchester's Civil Economy.

## **Manchester's existing policy framework**

There is a strategic policy support for a people first approach in Manchester. In order to deliver success, there is a commitment at both the sub-regional and city policy level to ensure that all people across the conurbation must have access to opportunities to engage with the modern economy. This inherently links to making strong communities. However, arguably a deeper understanding and applied focus on how social growth and development can become a feature of economic planning and activity is required, so that implementation and delivery flows from the strategic visioning.

The key strategic question is how these resources are linked into the policy framework in future. There is a need to explore how this can be made possible. Much of this may need to be about mobilising the social sector from within, using a strategic approach that is not just about delivery by commissioning, but a new process of collective action, discussion and negotiation.

## **The framework towards a Civil Economy for Manchester**

In order to develop a Civil Economy, shared values would need to become more embedded in Manchester's approach to the economy. We could recommend that this be placed in the format of an agreed 'social contract' or compact – a document signed by key signatories, with a range of defined roles and responsibilities. However, we see this sort of compact or contract, as more as an end of a process, formalising a change of approach. This is not something we are advocating.

Therefore, instead, we offer here - as part of the conversation - a way forward which is more rooted in new behaviours and a 'style' as to how the city operates across all sectors. There are a number of different themes which are central to realising the city's social and economic potential, identified as a result of consultation with 25 cross sector stakeholders across the city.

This report outlines the context and issues around each theme; a 'prospectus' of common features of each theme that would be cultivated within a Civil Economy and examples of good practice which are provided in the main report. These are local (for instance where Manchester is showing good practice), national, and global. The examples are not necessarily new, but highlight existing approaches that can work well if given enough focus and support. There are also a number of high level strategic recommendations for partners to take forward. Much of this is about enhancing structures and programmes of work that are already in place, and effectively utilising the role of the social sector to participate and deliver.

The key aims and objectives of this approach would be to develop the responsibilities of and benefits to local organisations that participate in an enhanced model of civic leadership. There is existing infrastructure in place through the Manchester Partnership Board at the wider city level which can be a foundation to build deeper relational partnerships, built on shared responsibilities, between the public, social and private sectors, which transcends to all areas of the city.

# Theme 1: Collective place leadership at the city wide and local level

## Context

The need for collective leadership is becoming increasingly urgent due to increasingly limited public sector resources. Assets, resources and human capital within the social and private sectors need to be harnessed much more effectively if we are to deal with service delivery and reducing and managing demand on services. Without greater levels of shared leadership across all three sectors, communities may become increasingly polarised and as a consequence the city less competitive. This requires a shift in perception and understanding of what is meant by collaboration.

## Characteristics of collective place leadership

Collective place leadership will be characterised by a strategic approach that is effectively marrying up of top down and bottom up structures, processes and activity. This means that bespoke and holistic responses and solutions are developed, under the umbrella of a wider city level strategic framework. This approach therefore allows a degree of flexibility that would lead to flexible, locally responsive partnerships across Manchester which would work to build capacity of residents and communities and build towards to the development of a fully whole place approach.

There would not be a plethora of structures at the local community level. This would result in confusion and duplication. Rather, the Civil Economy is often about simply strengthening existing structures and partnerships. There is a need to bear in mind the operating cost of sustaining partnerships at all levels as there is reduced capacity for this – thus it is important that working in this way would not merely sit alongside existing arrangements, but be used to further enhance what already exists.

- **Recommendation 1: Working group into developing a civil economy**, including considering the key messages emerging from this paper, together with the recommendations.
- **Recommendation 2: Working plan for a Civil Economy**, developed to further enhance mechanisms for different forms of social sector engagement, around key areas such as strategic engagement, collaboration and coproduction, and commissioning.
- **Recommendation 3: Match local needs assessments to local community capacity**: local (area based) needs assessments could feed into strategic needs assessments to reflect the diversity of needs in different local communities across the city, and this process would also include mapping out an understanding of the local community capacity and capability in place locally to help address issues.



## Theme 2: An equal access and benefit economy

### Context

A Civil Economy for Manchester is an economy which works for all. At present, there are individuals and families living in communities across the city who do not leave their neighbourhood, who have no confidence to access the diverse opportunities presented around Manchester and who therefore miss out on the benefits which movement around the city can produce for both them and the economy. There is therefore a need to create pathways to open the economy up to all residents. Residents are the city's greatest - there is talent and potential lying latent and going to waste in the economy when the people who live in the city are excluded from accessing opportunities.

### Characteristics of an equal access and benefit economy

A Civil Economy will focus on the goal of creating a local economy where equity is no longer viewed as an issue of distribution of wealth but also of production of wealth. The arguments for supporting equal access to the economy are powerful; an adaptable, competitive and resilient community with the skills to gain good local employment is a significant resource to a local economy. An equal access benefit economy will focus on an intergenerational approach where civic leadership takes a long term view.

- **Recommendation 4: Social sector to play a key development role in the next community strategy refresh:** The current community strategy runs up to 2015. There is an opportunity for the social sector in using this as an important step in engaging more strategically with policy, and in doing so ensuring that an equal access narrative is a central plank of the strategy, in turn outlining and evidencing how the sector can play a key role not just in strategy, but also delivery.

## Theme 3: Fostering local social-private links

### Context

There is a mutual reliance between the private and social sectors to ensure that the local economy functions effectively. Private businesses rely on an effective workforce and an economy which can support their operations. Communities rely on sustainable employment to provide financial and personal stability. This reciprocal relationship is of key importance to Manchester.

With the public sector being impacted by deep spending cuts, the social and private sectors will increasingly need to be at the centre of stewardship of communities. In order for this to be successful there is a need to forge stronger links between the two sectors. At present these are often weak – reflecting a

pattern across much of the country - and this is a barrier to the development of a Civil Economy.

### **Characteristics of fostering social-private links**

Within the Civil Economy the emphasis will move away from CSR and towards ingrained behavioural change within both businesses and social sector organisations where the social is not perceived as a 'bolt on', rather incorporated into corporate attitudes and approaches.

The social sector will be effective at engaging private sector organisations. Social sector leaders and infrastructure bodies in particular, would communicate the business case for the involvement of the commercial sector in social activities more clearly and in language which relates to business activities. Through communicating a concept of 'triple profit' (economic, environmental and social benefits), social sector organisations will be more successful in matching their ambitions to commercial enterprises, to create mutual benefits. The social sector would clearly define what forms of support they would benefit from, beyond cash injections, and make these messages clear to the private sector. This will then focus support to be meaningful. Strengthening the social sector through access to the skills and expertise of private sector organisations would foster greater understanding and working relationships between the two and strengthen the potential of social sector organisations to work towards their altruistic objectives.

- **Recommendation 5: Enhance relations between business and social sector infrastructure bodies:** Business network organisations to enhance their existing engagement with Macc to scope out potential for local collaborative working, and schemes for bringing the two sectors closer together. If engagement between the infrastructure organisations is effective, a framework for future activity could be produced to highlight the aims, objectives and expectations of parties involved in this collaboration.
- **Recommendation 6: Create a mechanism for matching businesses with small groups:** what private-social support requires is a coordination which effectively matches businesses and social sector organisations, to ensure that the right skills and attributes are being utilised depending on individual circumstances. Infrastructure organisations are well placed for this coordinating role.

## **Theme 4: Supporting pathways to work**

### **Context**

The lack of basic skills and lack of employability for large cohorts of the population reduces the available workforce, constrains economic output levels

and reinforces concentrations of deprivation. It also leads to a shortfall of 'good' employment for residents where wages and terms and conditions are at acceptable levels.

Therefore there is a need to focus on promoting occupational mobility and opportunity, particularly within Manchester's most deprived communities. In order to do this the social sector occupies an important space in the market, accessing those communities to raise aspiration, and provide training and employability skills that employers need. The State of the Sector Report for Manchester highlighted that a third of social sector organisations work in skills/educational development. The social sector is a vital instrument in providing the future labour pool that Manchester employers will need to draw upon, and to provide more locally bespoke and holistic local pathways to work.

### **Characteristics of supporting pathways to work in a Civil Economy**

There are a number of attributes for this theme that have, to some extent, been developed by partners in the city. There will be a focus on skills across the board, on ensuring that people are able to progress along the 'skills escalator', helping building their profile and being able to take full advantage of opportunities within the labour market, such as is the focus of the Greater Manchester City Deal. There will also be just as big a focus upon raising aspirations of local residents to return to or join the labour market. Addressing entrenched attitudes will be difficult and the role of social sector groups will be central to accessing those hard to reach groups and communities, helping to meet their needs.

The social sector will play an important strategic and delivery role across communities and will have the capacity and capability to undertake more community outreach work. There would also be a focus within a Civil Economy on pathways to work leading to 'good' employment for residents and therefore minimising in-work poverty. A range of inter-linked measures rather than one defining action will be developed. The aim will be for new, creative thinking and a long term approach which over time is able to redefine the relationships between employers and low paid workers. This is an area in which social sector infrastructure organisations, in particular, working with public partners, can contribute to the debate, develop lobbying work, and connect with the local private sector to showcase the benefits of good employment.

- **Recommendation 7: Better communication of the social sector skills offer:** skills development is central to achieving economic growth, and is a key area of social sector activity with a third of organisations working in the area. To support and promote the work of its sector, Macc and local social sector skills networks could further consider how the sector can more clearly communicate their offer to partners such as colleges and private sector providers, and how the work of the sector in Manchester links to the wider skills agenda.

- **Recommendation 8: Develop capacity and capability for community outreach:** funding options could be explored in order to further support and build capacity and capability within the sector to be able to reach more people who are currently excluded from the labour market and are not served by mainstream provision.
- **Recommendation 9: Accelerate local investment in employees:** there is a need for infrastructure organisations (the social sector could take a lead in this) and policy makers to work together and communicate/lobby employers and networks around the need for investing in people through both paying a decent wage, but also through training which will allow them to move up the 'skills escalator'.

## Theme 5: Promoting enterprise

### Context

Promoting enterprise also has clear synergies with Theme 4: Pathways to Work, and is important in helping residents maximise their potential. The social sector is again important in having access to and providing the support for people within communities where mainstream provision will not reach them, therefore meeting local need. At present the perception from social sector partners is that there is a potentially strong enterprise culture across the city which is not being accessed and that much more could be achieved through collaborative working.

### Characteristics of enterprise promotion within a Civil Economy

Within the Civil Economy, the notion of enterprise will be familiar across deprived and affluent communities alike, and will entail both social and commercial characteristics. There will be a range of features, outlined in the report, that will provide greater opportunity for people across all communities and increase both self-regard and self-determination.

In addition, within a Civil Economy the development of social enterprises will be a priority. There will be provision to provide the infrastructure and support for both existing social enterprises and helping individuals and groups further develop their ideas, and where relevant, turn these into enterprise functions. There is already a Greater Manchester level platform for this through dedicated social enterprise support at the Chamber of Commerce. New innovations will also be promoted based upon a 'sharing economy'. Sharing leverages a wide variety of resources and lowers barriers to starting small businesses. For instance cities can lower the cost of starting businesses by supporting innovations like shared workspaces, shared commercial kitchens, community-financed start-ups, community-owned commercial centres, and spaces for "pop-up" businesses.

- **Recommendation 10: Create a social enterprise strategy for Manchester:** A social enterprise strategy, as in the examples above, could be used to demonstrate acknowledgement and support of enterprise which in turn supports local community development. It would assess areas of development such as social enterprise franchising, and also how social enterprises could inspire a wider entrepreneurial culture within a locality.
- **Recommendation 11: Enhance capacity to embed enterprise through the social sector:** equipping more individuals with skills and knowledge around enterprise to become mentors for the local community. This could be complemented and supported by enterprise 'champions' who connect with the community.

## Theme 6: The social sector as part of the solution for public services

### Context

Public sector reform is a pressing issue in Manchester as it is in many local economies. Cuts to public spending impact on the service delivery a local authority can provide; Manchester's approach is to focus both on service delivery and on how citizens receive services. In successfully implementing change and supporting communities through this, the social sector can be a central partner for the council. The social sector is considered by cross sector partners to be more flexible and creative in terms of 'doing more with less' to target those who need support at the neighbourhood level, and that this asset needs to be developed. There is a challenge however in outlining more effectively what it is aiming to achieve and how it does it. From the perspective of policy makers there is often confusion about the offer(s) from the social sector and this is an issue when designing policy.

### Characteristics of service delivery within a Civil Economy

Within the Civil Economy the local public sector will perceive social organisations as market providers who deliver at cost and are an asset and therefore an integral part of the economic fabric of the city. This will account for both the larger social sector contractors and those smaller organisations that are often within the supply chain. Commissioners will work closely with local partners to ensure that they have a deeper understanding of the range of social sector providers, and appreciate the need for detailed local market intelligence.

A community led approach would be developed which encourages behavioural change and integrated, co-designed approaches. The local public sector would understand and fully utilise the skills, local knowledge and experience of local social sector organisations and co-production will become an increasingly frequent driver of local services. This will result in increasing levels of social innovation and thus enhanced outcomes.

- **Recommendation 12: Recognising and demonstrating the role of the social sector in delivering efficiencies:** much of the work of the social sector is difficult to define and comes together through informal means. This needs to be accounted for but where impacts can be measured, then this will go some way to developing a narrative as to how the sector contributes to efficiencies through quality delivery. There is a role for Macc to work with the sector to build capacity and capability for evaluative activity that shows/models good practice and impacts. This capacity could be developed with the assistance of public sector partners and organisations such as New Economy, where knowledge and expertise can be transferred to the sector.
- **Recommendation 13: Articulating social value and preparing the social sector for future opportunities within the PSR agenda:** Social value is an important opportunity to embed social considerations across public sector decision making processes, and can play an important role in reducing demand on public services. The social sector can be an effective driver of the social value agenda, working with partners to understand and develop a proper concept of social value, and to develop an approach to contributing to social value across all areas of work. This would involve Macc working with the social sector to strengthen its knowledge and understanding of the agenda, and how they can best measure impact, articulating their social value. This is essential to positioning the sector for the opening up of public services and specifically to enable more opportunities to co-design local provision.
- **Recommendation 14: Develop a programme for co-design of services:** there is an opportunity within this agenda of utilising the social sector in co-design of local services. This could feed into service provision that maximises the impact of resource, together with reducing demand on services. This could take place through a series of co-design pilots across different thematic service areas.
- **Recommendation 15: Developing a growth plan for the social sector:** This would be important for developing and promoting a Civil Economy. It would be led by Macc with input from the council into how to best support the sector to grow in future, within a changing policy and funding landscape. This needs to be focused around how the sector can be grown from within and would encompass a range of the issues and recommendations highlighted in this paper.



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### **Centre for Local Economic Strategies**

CLES is the UK's leading independent charitable research and member organisation, with a focus on economic development, regeneration and place-making. CLES works with a "think and do" approach, promoting action and implementing new progressive economic activities which create positive environmental, health and social outcomes. In all CLES' work the relationship between place, economy and people is central.

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### **Macc**

Macc is Manchester's local voluntary and community sector support organisation. Its purpose is to encourage, support and develop voluntary and community groups and individuals to have a real influence over the places and communities in which they live. Macc provides capacity building, policy and influence support to local voluntary and community groups and assists people to find volunteering opportunities through Volunteer Centre Manchester.

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